QUARTERLY REPORT (JANUARY – MARCH 2008)

BDS KNOWLEDGE AND PRACTICE TASK ORDER

AMAP-BDS IQC

Contract No. GEG-I-00-02-00014-00
Task Order No. 01

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1. INTRODUCTION AND SUMMARY OF PROGRESS

In August 2003, the Development Alternatives Inc. (DAI) consortium was awarded one of the AMAP BDS Knowledge and Practice task order contracts under the AMAP BDS IQC. The overall purpose of the project is to generate knowledge that will help the micro and small enterprise development field move forward by developing, documenting, and disseminating strategies to integrate micro and small enterprises (MSEs) into global value chains and by researching and publishing best practices in market assessment, implementation, and impact assessment for enterprise development programs. It is expected that this new knowledge will help increase the capacity of EGAT/PR/OMD and its partner USAID missions to design and strengthen the implementation, monitoring and evaluation of USAID-supported enterprise development projects. This multi-year effort will form part of an overall learning/management system that is intended to facilitate innovation and improvements to on-going projects and the development of new cutting-edge activities.

The AMAP BDS K&P project comprises seven[1] major components, of which the first four have been the major focus of activities:

Component A: Research on Clients and Markets
Component B: Tools for Market and Other Pre-design Assessments
Component C: Intervention Design and Implementation Research
Component D: Impact and Other Post-intervention Assessments
Component F: Training
Component G: Short-term Technical Services
Component H: Knowledge Management and Component Collaboration

(1) Component E: Broader Research was cancelled

The value of the contract awarded to DAI for BDS K&P to complete our work under these components is $2,699,800.

This report covers project activities during the period **January – March 2008**.

<u>Deliverables completed through December 2007:</u>

DAI has completed the following deliverables.

<u>Completed and approved:</u>

1. *Hidden sources of growth? Looking at Microenterprises Through the Competitiveness Lens*, Ulrich Ernst
2. *Examination of Business Linkages in the Namibian Garment and Tourism Industries*, Cuan Opperman
3. *Review of Impact Assessments of Selected Enterprise Development Projects*, Lily Zandniapour, Jennefer Sebstad, Donald Snodgrass

4. *Summary of Findings AMAP K&P Component B Stocktaking Exercise*, Linda Nemec, Aly Meihlbradt, Lara Goldmark
5. *Review of Donor-Sponsored MSE Development Programs*, Don Snodgrass
6. *AIDS-Affected MSEs in Productive Markets*, Bronwyn Irwin, Bill Grant, Joan Parker and Mary Morgan
7. *Competitive Strategies for MSEs: From Seeds to Supermarket Shelves*, Lara Goldmark, Cynthia Steen and Rich Magnani
8. *Trade, MSEs, and Global Value Chains*, Lara Goldmark and Ted Barber
9. *The New Generation of Private Sector Development Programming: The Emerging Path to Economic Growth with Poverty Reduction*, Snodgrass, Downing, Northrip, and Woller
10. *Removing Barriers to Formality*, Gamser, Welch, Hastings, and Waddington
11. *Understanding Small Enterprise Growth*, Simeon Nichter and Lara Goldmark
12. *Global Market Assessment for Handicrafts, Volume 1*, Ted Barber
13. *Evaluability Assessment of PROFIT Zambia*, Don Snodgrass and Gary Woller
14. *Evaluabilty Assessment of the Micro and Small Enterprise Trade-Led Growth Project of Brazil*, John Magill, Don Snodgrass, and Andrea Chartock
15. *PROFIT Zambia Research Plan*, Don Snodgrass and Gary Woller.
16. Primer Series Paper: *Developing A Causal Model for Private Sector Development Programs*
17. Primer Series Paper: *Collecting and Using Data for Impact Assessment*
18. Primer Series Paper: *Methodological Issues in Conducting Impact Assessments of Private Sector Development Programs*
19. Primer Series Paper: *Assessing the Impact of New Generation Private Sector Development Programs*
20. Private Sector Development Impact Assessment – Briefing Paper
21. *Export Markets for High-Value Vegetables from Tanzania*, David Neven
22. *Global End Market Study for Indonesian Home Accessories*, Ted Barber
23. Primer Series Paper: *Conducting Evaluability Assessment, First Step in Assessing Impacts*
24. Primer Series Paper: *Causal Models as a Useful Program Management Tool: Case Study of Profit Zambia*
25. Primer Series Paper: *Conducting a Rigorous Impact Assessment with Limited Resources*
26. *Assessing the Impact of Profit Zambia In the Cotton, Beef Cattle, And Retail Input Services Value Chains.* Baseline Research Report

<u>*Completed and submitted for approval:*</u>

1. The *Brazil Sector Selection Historical Review*, Emily Gerry and Lara Goldmark.

<u>*Drafts completed and submitted for comments:*</u>

1. Briefing Paper: *"Conducting Global Market Analysis"* (first draft)
2. Briefing Paper: *"Selecting Sectors"* (first draft)
3. Briefing Paper: *"The Role of Market Intermediaries/Middlemen"* (first draft)
4. Sector Selection Paper (first draft)

5. The Myth of the Malicious Middleman paper – Haiti Case Study (first draft)

<u>Deliverables completed during the quarter covered in this report (January - March 2008):</u>

1. *Global End Market Study for Indonesian Garments, Final Report,* Ted Barber (completed)
2. *Assessing the Impact of the Micro and Small Enterprise Trade-Led Growth Project of USAID/Brazil: Final Report,* Bonnie Brusky and Joana Monteiro (completed and awaiting final review)
3. *End Market Study for Indonesian Garments, Draft Report,* Lief Doerring and Bryn Saxe (completed and awaiting final review)

2. PROJECT MANAGEMENT

BDS K&P has been structured in a unique way. Members of three different consortia are expected to work collaboratively across the project. Of the four principal project components, two are managed by ACDI/VOCA (components A and C) and two by DAI (components B and D). DAI has work under all components and the other contractors are also doing work under components B and D. In theory, there should be complete sharing of information between contractors and the lead manager of the component. In practice, this information sharing takes place more often at the inception phase, during brainstorming meetings, and once the deliverable has been accepted and approved by USAID.

Project management at DAI takes place at two levels. The first level of management takes place at DAI's head office. ***Zan Northrip*** is DAI's Director for AMAP BDS K&P and is responsible for overall project quality and reporting, as well as coordination with USAID and project collaborators. ***Marina Krivoshlykova***, the project's Deputy Manager, assists him in these tasks. ***Andrew Fitzpatrick*** is the DAI associate for the project, providing administrative support, and ***Kristin Jenkins*** is the DAI contractual representative. This management team is responsible for interacting with the CTO and CO and for ensuring overall quality management of the contract. This team is also responsible for submission of quarterly and annual reports, work plans, managing the budget, meetings with the clients and subcontractors, management of independent consultants and all staff approved to bill on the project. They are also responsible for managing cross-component collaboration (Component H), and all short-term technical services (Component G) or training (Component F) delivered under the task order. The project management team meets regularly to coordinate project management activities.

The second layer of management consists of the component managers. ***Gary Woller*** is the manager for Component D. Component B activities are currently being managed by ***Zan Northrip***, DAI's Director for AMAP BDS K&P. The primary responsibility of the component managers is the timely production and submission of high quality deliverables for their respective components. This includes managing the timeline and work plan for all deliverables, providing technical direction and staying in regular contact with contributors, reviewing technical content for quality, and providing inputs to quarterly reports and work plans as necessary. They communicate directly with the CTO and the various AMAP institutional partners as required. They also develop and manage the vision and dissemination plan for their components. In the case of Component D, Gary Woller is assisted in the latter tasks by ***Don Snodgrass***, who remains Component D's senior technical leader. While the team in Bethesda has overall responsibility for the project, the component managers have responsibility for the production of deliverables under their components.

**** No changes have been made to the BDS K&P project management structure in the current quarter.***

A summary of current status for each deliverable is shown below in two separate tables. The first is the deliverable tracker, standard across all of AMAP BDS K&P. The second is the table providing supplemental information required in the task order, which lists a brief description of each topic; lessons learned by topic; and recommendations on scope, future directions, and required expertise. The list of deliverables is from the DAI's Year Three and Year Four Work Plans.

DAI Activities and Deliverables Tracker
AMAP BDS Knowledge & Practice Task Order

**** Activities currently in progress have been highlighted in bold***

DAI					
Product	Location	Implementer	Due Date	Completed	Comments
OVERALL AMAP MANAGEMENT					
Ongoing planning with CTO and Component Managers	US	Northrip	Ongoing	N/A	
Quarterly and annual reports	US	Northrip/Krivoshlykova	Ongoing	Multiple dates	
Annual work plans	US	Northrip/Krivoshlykova	Ongoing	Ongoing	Work plan and budget through Sept 2008 has been submitted to the CTO and approved.
COMPONENT A: Clients & Markets					
Myth of the Middleman Paper	Global	DAI	Dec-06		Draft of the first case study focusing on Haiti has been completed and submitted to the CTO for comments. (Activity is currently on hold).
MSE Growth Paper	Global	Goldmark/Nichter		Mar-06	Completed, approved, and posted to microLINKS.
COMPONENT B: Market Assessments					
Management and Technical Instructions Component B	US	Goldmark	Ongoing	Ongoing	
Stocktaking	Global	Goldmark/Mielbradt	Sep-04	Sep-04	Completed and approved

Guides and Training Materials for Market Assessment Tools	US	DAI	Dec-05	N/A	Activity canceled
Global Handicrafts Study	US & Haiti	DAI/ACDI-VOCA	May-06	August -06	Roundtable held April 12 in DC and 19 July in Haiti with video; Volume One submitted to USAID August 2nd and is completed and approved. Paper and video have been posted on microLINKS.
Sector Selection Guide/Training	US & TBD	DAI	Aug-07		First draft of the Sector Selection Paper has been submitted to the CTO for review. (Activity is currently on hold).
Brazil Sector Selection Historical Review	Brazil	Gerry/Goldmark	Mar-06		First draft completed and submitted May 12.
Country Selection Process for action research	Global	DAI	Ongoing		Ongoing selection process. As opportunities are chosen, they are budgeted and tracked as stand-alone activities, e.g. Brazil Sector Selection paper.
Global Horticulture Study (Tanzania)	US, UK, and Tanzania	DAI/ACDI-VOCA	N/A	Oct-07	Completed, approved, and posted to microLINKS.
End Market Study for Indonesian Home Accessories	**US and Indonesia**	**DAI**	**N/A**	**Jan-07**	**Completed, approved and posted on microLINKS.**
End Market Study for Indonesian Garments	**US and Indonesia**	**DAI**	**N/A**	**March-08**	**Draft completed and submitted to the CTO for review.**
COMPONENT C: Intervention Design & Implementation Research					
AIDS-Affected MSEs in Productive Markets	US, RSA	Irwin/Grant/Parker/Morgan	Jan-05	May-05	Completed, approved, and posted to microLINKS May 2005.

Competitive Strategies for MSEs: From Seeds to Supermarket Shelves	Global	Magnani/Steen/Goldmark	Dec-04	Dec-05	Completed, approved, and posted to microLINKS February 2006.
Trade, MSEs, and Global Value Chains	Global	Goldmark/Barber	Dec-04	Jul-05	Completed, approved, and posted to microLINKS July 2005.
COMPONENT D: Impact Assessment					
Management and Technical Instructions Component D	US	Woller	Ongoing	Ongoing	
Review of Donor-Sponsored MSE Development Programs	Global	Snodgrass, et al.	Sep-04	Jan-05	Completed, approved, and posted to microLINKS.
Review of Evaluations of Selected Enterprise Dev Projects	Global	Sebstad, Snodgrass, Zandniapour	Jul-04	Jul-04	Completed, approved, and posted to microLINKS.
The New Generation of PSD Programming: The Emerging Path to Economic Growth with Poverty Reduction	Global	Snodgrass, Downing, Woller, Northrip	Jun-05	Nov-05	Completed and approved. Posted to microLINKS.
Quasi-Experimental Studies Country Selection Process	**US**	**Woller**	**Ongoing**		**Ongoing selection process. As opportunities are chosen, they are budgeted and tracked as stand-alone activities.**
Assessing the Impact of the Kenya BDS and the Horticulture Development Center Projects in the Treefruit Subsector of Kenya: Baseline Research Design	Kenya	Snodgrass, Sebstad	N/A	Sept-04	Completed and posted on microLINKS.
Assessing the Impact of Kenya BDS and Horticulture Development Center Projects in the Tree Fruit Value Chain in Kenya: Baseline Research Report	Kenya	Snodgrass, Sebstad	N/A	Jul-05	Completed and posted on microLINKS.
Kenya BDS Impact Assessment Final Report	**Kenya**	**Sebstad, Snodgrass**	**March-07**	**April-08**	**Completed and awaiting posting on microLINKS**
Evaluability Assessment of PROFIT Zambia Project	Zambia	Snodgrass, Woller	Dec-05	Dec-05	Completed and posted on microLINKS.
Assessing the Impact of the Micro and Small Enterprise Trade-Led Growth Project of USAID/Brazil- Baseline report	Brazil	Monteiro, Brusky	Jun-06	Jun-06	Completed and posted on microLINKS.

Action Research – Evaluability Assessment of the Micro and Small Enterprise Trade-Led Growth Project of USAID/Brazil	Brazil	Snodgrass/Magill/Chartock	Ongoing		Completed and posted on microLINKS.
Micro and Small Enterprise Trade-Led Growth Project (Brazil) Impact Assessment Final Impact Assessment Report	**Brazil**	**Monteiro, Brusky**	**June-07**	**March-08**	**Final report completed and awaiting final review.**
PROFIT Zambia Impact Assessment: Terms of Reference for Local Research Partner	Zambia	Woller, Snodgrass	Apr-06	Jun-06	Completed and posted on microLINKS.
Profit Zambia Research Plan	Zambia	Snodgrass, Woller	Jul-06	Jul-06	Completed and posted on microLINKS.
Profit Zambia Baseline Report	**Zambia**	**Woller, Snodgrass**	**Feb-7**	**Jan-08**	**Completed and posted on microLINKS.**
Primer Series Paper: Methodological Issues in Conducting Impact Assessments of Private Sector Development Programs	Global	Creevey	May-06	Sept-06	Completed and posted on microLINKS.
Primer Series Paper: Assessing the Impact of New Generation Private Sector Development Programs	Global	Snodgrass	Aug-06	Sept-06	Completed and posted on microLINKS.
Primer Series Paper: Collecting and Using Data for Impact Assessment	Global	Creevey	Oct-06	Oct-06	Completed and posted on microLINKS.
Primer Series Paper: Conducting Evaluability Assessment, First Step in Assessing Impacts	**Global**	**Dunn**	**Oct-06**	**Jan-08**	**Completed and posted on microLINKS.**
Primer Series Paper: Developing A Causal Model for Private Sector	Global	Woller, Downing	Dec-06	Feb-07	Completed and posted on microLINKS.
Primer Series Paper: Conducting a Rigorous Impact Assessment with Limited Resources	Global	Creevey	June-07	Aug-07	Completed and posted on microLINKS.
Primer Series Paper: Three Critical Decision Points in the Impact Assessment Process	**Global**	**Snodgrass**	**July-07**	**N/A**	**On hold.**
Primer Series Paper: Causal Models as A Useful Program Management Tool: Case Study of Profit Zambia	Global	Woller, Field, Snodgrass	May-07	Dec-07	Completed and awaiting publication on microLINKS.
Program Evaluation Guide	**Global**	**Woller**	**Oct-07**	**N/A**	**On hold.**
Impact Assessment Primer Series	Global	Woller	Ongoing	N/A	Restructured as an integrated series of 10-12 short papers. Four articles completed, one draft under

					revision, and annotated outlines of others also completed.
Impact Assessment Contest	Global	Chartock	Nov-06	Feb-07	Component D-sponsored impact assessment contest has been held and awards were presented at an event held in Washington, DC in February 2007.
COMPONENT F: Training					
IA workshop for June 2006 EGAT Training	US	Snodgrass/Northrip	Jun-06	Oct-05	Synopsis completed Oct 05; IA not covered in final course.
Training/TA for mission staff in Causal Models and Impact Assessment	Kenya	Woller	Jun-07	Jun-07	Training in Kenya has been conducted.
COMPONENT G: Short-term Technical Services					
Microenterprises and Competitiveness Study	US	Ernst/Krivoshlykova	Sep-04	Sep-04	Completed
Namibia garment sector assessment	Namibia	Oppenheim	Jul-04	Jul-04	Completed
Informality Study	Global	Welsh, Gamser, Hastings	Apr-05	Apr-05	Completed
COMPONENT H: Knowledge Management					
Private Sector Development Impact Assessment – Briefing Paper	US	DAI	N/A	Mar-07	Completed and distributed at the workshop in Cambodia in March 2007.
Conducting Global Market Analysis – Briefing Paper	US	DAI	N/A		Draft completed and submitted to the CTO for comments.
Selecting Sectors – Briefing Paper	US	DAI	N/A		Draft completed and submitted to the CTO for comments.
The Role of Market Intermediaries/Middlemen – Briefing Paper	US	DAI	N/A		Draft completed and submitted to the CTO for comments.
Regional Value Chain Workshops participation and presentation on business environment and impact assessment	Cambodia, Ethiopia and Egypt	DAI	N/A		Cambodia and Ethiopia workshops took place in March and June 2007

					respectively. Egypt workshop is scheduled for Fall 2007.
AMAP BDS Retreat/Knowledge Sharing Event	US	all contractors	Jan-05	Jan-05	Completed
AMAP BDS Breakfast Series - Presentations and Participation	US	all contractors	Ongoing	N/A	Three workshops led by DAI through November
Chairmanship of Meetings for Components B&D	US	Goldmark/Woller	Ongoing	N/A	Ongoing
Participation in Meetings for Components A&C	US	all contractors	Ongoing	N/A	Ongoing
Presentation of Microenterprises and Competitiveness Study to IADB Conference	Ecuador	Ernst	Oct-04	Oct-04	Completed
Presentation of Informality Study to OECD Poverty Committee	Sweden	Welch, Gamser	Mar-05	Mar-05	Completed
Presentation of Informality Study to Donor Conference on Biz Env.	Egypt	Welch	Dec-05	Dec-05	Completed
Presentation on IA to EGAT	US	Snodgrass, Dunn, Northrip	Feb-05	Feb-05	Completed
Presentation on IA at IFC Conference	US	Snodgrass, Dunn, Downing	May-05	May-05	Completed
IA Presentation: Energy/Infrastructure Office	US	Northrip	Apr-05	Apr-05	Completed
Presentation of Ag paper: IADB Conference	Bolivia	Goldmark	Oct-05	Oct-05	Completed
Workshop on IA for Rural and Ag Finance EGAT Training Course	US	Northrip	Apr-05	Apr-05	Completed

4. Activity Descriptions, Lessons Learned, and Recommendations

AMAP BDS Knowledge & Practice Task Order – DAI

Topic	Brief description of topic	Lessons Learned	Recommendations on Scope, Future Directions, and required Expertise
Component A:			
Literature review and concept paper "Understanding MSE Behavior" (final deliverable)	This research aims to analyze how micro and small firms are able to grow. It includes an in depth literature review and sharing of findings.	Production of this deliverable started with an extensive literature review of the subject. This built a strong foundation for the paper so that it could build squarely on what has come before.	The project should find ways to disseminate this paper and its findings more widely. We will look into opportunities to publish it and present it for a wider audience as opportunities arise.
Myth of the Middleman Paper	This research analyzes the role of middlemen as a vertical linkage strategy for connecting MSEs to larger markets.	Writing has just begun.	We recommend limiting the scope to the role of middlemen, as opposed to the full range of vertical linkage strategies.
Component B:			
Market Assessment Guide / Sector Selection Paper	This is a paper for USAID mission staff and practitioners that illustrates what tools are available to use in selecting sectors, how to use them, and in which circumstances they can be useful.	We learned from the earlier stocktaking deliverable that mission staff are very interested in learning about sector selection tools.	We recommend that some sort of visual illustration of the sector selection process be created after the paper is written.
Global Handicrafts Study	This paper assessed the global market for handicrafts, as a precursor to analyzing the potential market positioning for Haitian handicraft value chains.	Pithy video presentation appealed strongly to practitioner and USAID audience. Strong interest in global market studies to inform VC interventions in other USAID countries.	Component Manager recommends preparing a deliverable that presents the methodology for conducting global market studies, once both the Haiti and Tanzania efforts are complete.
Brazil Sector Selection Historical Review	Presented the sector selection process employed on USAID Brazil's Trade-Led Growth Initiative.	Sector selection process is iterative.	Examples from Brazil should be used as case studies in the Sector Selection paper.
Tanzania Global Horticulture Market Study	Using a methodology similar to that employed in Haiti, this deliverable assessed the global market for high value horticultural products being produced in	Work began very recently.	Component Manager recommends preparing a deliverable that presents the methodology for conducting global market studies, once both the Haiti and Tanzania

	Tanzania.		efforts are complete.
Dissemination of all project deliverables			Component B Manager recommends improving the process of deliverables dissemination though allocating flexible resources for disseminating deliverables or producing new iterations for dissemination when the opportunity arises. Is it also suggested to look for new dissemination opportunities, such as conferences sponsored by other organizations outside USAID.
End Market Studies for Indonesian Home Accessories and Garments	These two studies have been conducted based on the end market analysis methodology developed and refined during the previous studies in Haiti and Tanzania. In addition, they applied the findings of the end market analysis to developing an end market positioning, upgrading and sustainability strategies for the industry. Findings of the home accessories study have been presented at an industry workshop in Indonesia and were very well received by the stakeholders. Stakeholder workshop for the garments industry is tentatively being planned for the Fall 2008.	We learned that it is important to conduct a value chain analysis prior to the end market analysis in order to provide the end market analyst with a set of value chain constraints which can inform the development of upgrading and sustainability strategies in line with the recommended end market positioning strategy.	Development of an end market analysis guide is recommended to incorporate the lessons learned and the methodology from the four end market studies conducted.
Component C:			
Trade, MSEs and Global Value Chains (Final deliverable)	This research analyzes how micro and small enterprises (MSEs) can be successfully integrated into value chains in the context of larger, trade-focused private sector development programs.	As this paper was the first in a series of papers, which was designed to appeal to an audience crossing over into related but separate technical areas, it offered DAI some lessons learned on the process of developing such a paper. In particular, it taught us how to best collect valuable information from expert opinion interviews and use that information to help craft a meaningful paper and how to	This paper should be distributed more widely to fully capitalize on the learning that has taken place. DAI will look for opportunities to do so.

		get a team of consultants to use the same framework.	
Competitive Strategies for MSEs: From Seeds to Supermarket Shelves (Final deliverable)	This research analyzes how MSEs have been successfully integrated into value chains in the context of larger agribusiness development programs		This paper should be distributed more widely to fully capitalize on the learning that has taken place. DAI will look for opportunities to do so.
AIDS-affected MSEs in Productive Markets (Final deliverable)	This research activity identifies promising strategies for incorporating and keeping HIV/AIDS-affected individuals and MSEs in productive value chains.		
Component D:			
Review of Donor Sponsored MSE Programs (intermediate deliverable)	This Inventory of Programs allowed the researchers to specify the range of interventions used to promote MSE development and categorize the most important approaches. Defining what MSE development programs attempt to do and how they attempt to do it is the first step in impact assessment.	Through this exercise we were able to better understand the varied approaches to MSE programming. This was helpful in building a conceptual framework for the determinants of impact for enterprise development programming. The conceptual framework outlined three types of interventions: those aimed at increasing the amount of demand for goods, those which try to improve the enabling environment and those which try to improve the supply response to demand.	
Paper outlining analytical model and conceptual framework (final)	This activity constructs a conceptual framework and analytical model for impact assessment on a broad range of private sector interventions, building on previous work done by USAID.	Through a thorough review process, it was decided to split this activity into two separate papers: • *The New Generation of Private Sector Development Programming: The Emerging Path to Economic Growth with Poverty Reduction* • *Conceptual Framework for Impact Assessment of PSD Programs*	The first paper of the two was completed and approved in February 2006. We also completed two different drafts of the second paper. We recommend that the second paper be written up in a 10 page brief which will be incorporated into an introductory chapter for the methodology paper as discussed in the February 2006 Component D meeting.
Workshop to discuss conceptual framework and	A workshop will be held to discuss the proposed conceptual framework for impact	We held multiple workshops and presentations including:	We recommend that senior USAID management be targeted with messages on

proposed revisions to research plan (intermediate)	assessment of enterprise development programs. The conceptual framework and analytical model will serve as the foundation on which all of the impact assessment work will be based. The workshop will serve as an opportunity to obtain critical input and buy-in from key stakeholders. Selected USAID staff, all AMAP contractors, and individual experts will be invited to participate and provide feedback.	- EGAT management team - IFC Evaluation conference - USAID Energy and Infrastructure Group - USAID Rural and Agricultural Finance Project. What we learned from those experiences is that there is significant interest in impact assessment both across donors and within USAID.	the importance of impact assessment as impact assessment is much more likely to be implemented if mandated from above.
Quasi-experimental Studies Country Selection Process	A country and project selection process to conduct an in-depth impact assessment of at least one PSD development project that incorporates value chain programming.	We learned that the Brazil Trade-Led Growth project was not the ideal one for a quasi-experimental impact assessment (because of project size and duration). Instead we piloted a scaled down impact assessment methodology there and switched the full scale impact assessment to Zambia PROFIT.	While not the original intention, the scale and cost of the IA approach in Brazil reflects the limited resources with which many projects must contend. Kenya and Zambia may reflect the "gold standard" for IA of PSD programs, but it may be useful to continue exploring scaled-down approaches to impact assessment.
Impact Assessment Methodology Series	This series of articles is designed to explain the mechanics of rigorous impact assessment.	Redesigned as a series of short articles to better reach the CTO target audience.	
New Generation of PSD Programming: The Emerging Path to Economic Growth with Poverty Reduction	This paper presented a contemporary approach to private sector development programming, focused on strengthening Value Chains. Such projects match supply response capacity to market demand, while working to improve the enabling environment.	Paper initially had a broader scope, but was divided into two pieces to heighten receptivity of the intended USAID programming audience.	Trainings could be done to disseminate this model.
Conceptual Framework for Impact Assessment of PSD Programs	This paper presents a conceptual framework for assessing the impact of USAID's full range of PSD projects.	Paper initially had a broader scope, but was divided into two pieces to heighten receptivity of the intended USAID programming audience. Conceptual Framework was eventually further condensed into the introductory paper in the methodology series.	An improved dissemination for the methodology series should be developed.
Evaluability Assessment of Zambia PROFIT	Assessed whether a meaningful impact assessment of PROFIT activities could be	This effort helped us define best practices in evaluability assessments, and resulted	

	conducted, and developed the project's causal model.	in a short but useful deliverable that appropriately orients practitioners and donor programmers.	
Evaluability Assessment of the USAID Brazil Trade-Led Growth project	Assessed whether a meaningful impact assessment of USAID Brazil Trade-Led Growth project activities could be conducted, and developed the project's causal model.	This effort helped us to understand some of the circumstances when a full fledged impact assessment might not be warranted. Additionally, it led us to develop a qualitative research based low cost impact assessment methodology.	Qualitative research is a useful tool but should be paired with quantitative research as much as possible.
Assessing the Impact of the USAID Brazil Trade-Led Growth project-baseline report	This report analyzed the findings from the qualitative baseline research.	Posted to MicroLinks as an example for practitioners, particularly those interested in qualitative research.	As project is being extended, explore whether follow-up survey could be similarly extended, to maximize time in which impact could occur.
PROFIT Zambia Research Plan	Presented the in-depth methodology to be followed in the IA of Zambia PROFIT, a quasi-experimental study.	Posted to MicroLinks as an example for practitioners	
IA Primer Series	Primer will cover 6 topics including: -Assessing the Impact of New Generation Private Sector Development Programs -Collecting and Using Data for Impact Assessment -Evaluability Assessment, First Step in Assessing Impacts -Developing A Causal Model for PSD Programs	Responds to audience demand for shorter papers and tangible, practical advice.	Need to develop a better dissemination strategy.